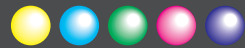


charity
works

careers that make a difference



Your Guide to the charityworks Programme

If you have any questions about charityworks, please:

email us at:

info@charity-works.co.uk

or visit our website at:

www.charity-works.co.uk

Vanilla
CREATING SOCIAL CHANGE

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Welcome

It is with great pleasure that I welcome you to the charityworks handbook for the 2011/12 programme.

September 2011 will see charityworks take on its third cohort of participants. This is an opportunity both to welcome those participants and to congratulate them. Whether you have joined charityworks as a high flier or as a graduate trainee, you have been selected as someone with the skill and ambition to make a genuine difference to the world. It's no exaggeration to say that we see you as the future of the charity sector in this country, and we look forward to helping you fulfil your potential.

I'd also like to welcome, or in some cases welcome back, our partner charities. Whether this is your first or third year of involvement with the programme, I hope charityworks will contribute to a successful year for your organisation despite the challenging economic and political landscape.

Finally, an enormous thank you is due to our wide range of contributors and supporting organisations who, often on a voluntary basis, help make this programme what it is and will be.

This handbook is intended to take on a number of roles: it is an introduction to charityworks, a guide to the different roles that make the training programme tick, and a schedule for the programme to give a flavour of what happens when. Whether you are a graduate trainee, a high flier, a representative of a partner charity, a mentor or just someone interested in what charityworks is all about, I hope you find what you are looking for in these pages.

Sonia Bartlett
Chair of charityworks



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What is
charityworks?

Our Story

charityworks was born in a coffee shop in 2008, where a conversation with Helen Baker, Chair of Advance, gave breath to a personal idea that had been developing over a number of years spent working in, and with, civil society organisations.

The idea stemmed from, firstly, a recognition of the lack of a robust and successful talent development strategy in charitable organizations, particularly in comparison to organizations in the public and private sectors. Secondly, an acknowledgment that recent graduates with exceptional talent and commitment were finding it hard to find an entry into the sector. Lastly, there was a sense of frustration that working for a charity or social enterprise was rarely promoted as a career of choice to top graduates, despite the huge benefits of working in the sector.

The confidence to pursue the idea came from two shared beliefs. One was a belief in the power and necessity of partnership and collaboration in producing the best results in a challenging financial climate, the other was a shared conviction that the sector is a fantastic place to work for people with vision, ambition and talent, and should be promoted as such.

Once the idea was articulated, it became a reality after the overwhelmingly positive reception it received in informal conversations, at focus groups, and ultimately from the support and commitment of the six founding organizations (Advance, The Children's Society, RNID, St. Mungos, THT, and Together). charityworks was always intended to be a collective, collaborative, effort, and so it has proved. The programme is indebted to the support of many individuals across all three sectors, who have worked incredibly hard to get it to the stage it's at today.

Writing this, three years after my initial conversation with Helen, it is a great pleasure seeing how far the scheme has come. In an extremely challenging financial climate, charityworks has gone from strength to strength, growing year on year and producing tangible results for participating organizations and young people. Organisations have seen high quality work being delivered at a significant cost saving, and members of the alumni group have shown accelerated career paths. It may be too early to know whether the scheme has been successful in its goal of producing sector leaders, but after two years charityworks has proved itself as a rich stream of incredibly talented and committed young people who are already a credit to our sector and are at the beginning of careers that can only serve to shape the sector for the better.



Rachel Whale
Programme Director of charityworks
Managing Director of Vanilla

How it Works

charityworks is a professional development programme run by a partnership of charities, and is carefully designed to provide a cost effective way of finding and growing the future leaders of charitable organisations.

The only scheme of its kind in the sector to serve more than one organisation, it offers a unique opportunity for graduates and young professionals to gain experience and build networks across the charity sector.

There are two ways organisations and participants can be involved in the scheme:

- 'Graduate Trainees' on the charityworks programme are rigorously selected recent graduates from the UK's top universities. Successful candidates spend a year on the scheme, during which they undertake one or more placements in different partner charities, as well as taking part on the charityworks professional development programme, regularly meeting a mentor and writing an assignment related to their work.
- 'High Fliers' make up half of each charityworks class. These are staff identified by partner charities as rising stars who would benefit from professional development.

All elements of the training course, including venues, speakers, mentors and online learning resources are provided on a voluntary basis by the partner charities, as well as other organizations. In addition to the partner charities, contributing organizations include; The Charity Commission, NCVO, Clore, CASS Business School, KPMG, ACEVO, The Office for Civil Society, The Institute of Leadership and Management (ILM) and The Media Trust. The charityworks concept was originally created by Rachel Whale, Managing Director of Vanilla.



Benefits and Impact

For Graduate Trainees and High Fliers

charityworks aims to develop the careers of talented young people in the charity sector, whether they are making their first step into the sector or whether they are already working for a charity.

Benefits for both graduate trainees and high fliers include:

- A professional development programme, accredited by the ILM
- The skills to equip you to work at first level management across the charity sector
- Knowledge of the charity environment – political context, operational management, campaigning and communication
- The opportunity to learn with other trainees working across the public and private sectors
- An excellent support structure through mentoring and supervision
- Peer to peer networking

In addition, graduate trainees receive:

- A full time salary
- an opportunity to work in at least one leading charitable organisation

At the end of the first year of the scheme 100% of the Graduate Trainees were offered jobs in the organisations with whom they had undertaken a placement, all in a position above entry level. Of the High Fliers, more than 60% have been promoted either during the course or subsequently, 75% of those said that charityworks had directly contributed to their promotion.

For Partner Charities

In an economic environment where resources are tight and civil society organisations are often forced to think primarily in the short and medium term, charityworks allows charities to make talent recruitment and development a priority without spending the money usually associated with that kind of commitment.

Every element of charityworks represents a saving for the partner charities, as costs are shared across the partnership rather than falling exclusively on any one organisation.

In 2009/10 the 6 partner charities created access to learning and development opportunities valued at £65k. As such, all organisations who take on a graduate trainee make an immediate saving on recruitment, salary costs and training, and all organizations that put a 'High Flier' on the programme benefit from a saving on talent development as well as savings associated with staff retention.

Clearly a financial saving means little if the work delivered isn't of the highest quality. Charityworks uses a comprehensive recruitment process to identify the most capable candidates, and the work undertaken by the 3 graduate trainees in the pilot year gives an indication of their value to their 'parent' organization, and how those organizations benefited from having them;

- Coordinating a London-wide operational team
- Managing the recruitment, training and coordination of a team of sessional outreach workers
- Reviewing an organisation's diversity strategy and producing a change programme
- Developing a sustainability strategy for housing services
- Leading on the organisation and coordination of a national staff conference
- Working directly with a deputy chief executive to review business development activities
- Designing and delivering a turnaround strategy for a community outreach service that was failing to meet contractual targets, and managing commissioner relationships through the process
- Reviewing counselling services across a charity and making recommendations for change to improve quality, efficiency and impact

Tracking Success

Evaluation is a constant and essential part of the charityworks programme. A focus on evaluating our impact and measuring our success allows us to constantly improve the programme to better serve all those involved with it.

The programme is evaluated in a number of ways:

- Every group session is evaluated by participants to ensure the relevance of the material and the quality of the facilitator.
- An independent evaluation session takes place at the end of every year for participants. This is overseen by the member of the board responsible for evaluation.
- Biannual self-assessment and evaluation tools are completed by everyone involved in the programme; participants, line managers, mentors and participating charities.
- The charityworks board assess impact by evaluating the programme against a series of key success indicators that speak to the organisation's key aims.



charityworks gives you a springboard to take on more responsibility, motivation & ideas for future career development.

Liliane Dwek, charityworks alumni

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Who's
Who?

Board of Trustees

Sonia Bartlett

Chair

Rachel Whale

Programme Director

Helen Baker

Advance

Justin Barrett

(on behalf of Howard Rosenthal)
Terrence Higgins Trust

Norma Clayton

HR Professional

Peter Coley

St Mungo's

Lily Dwek

Sport Relief (charityworks Alumni)

Rob Farace

NHS Institute for Innovation and Improvement

Claire Hellman

Together

Vicky Hemming

Action on Hearing Loss

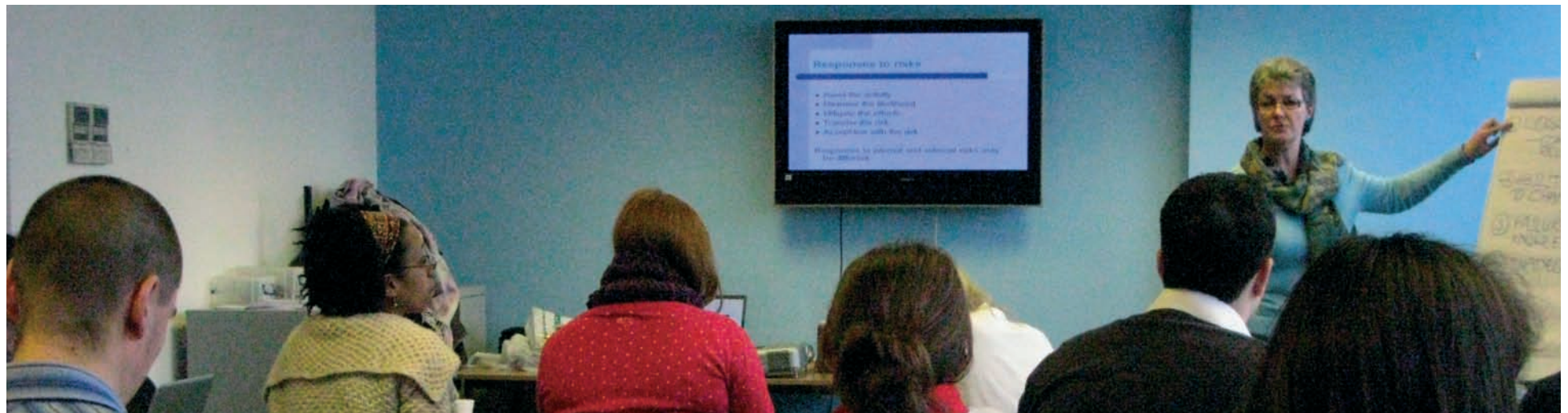
Stellamaris Mohammed

The Children's Society

Laurie Smith

Christian Aid (charityworks Alumni)

Contact information available upon request.



Partner Charities

Action on Hearing Loss

We're working for a world where hearing loss doesn't limit or label people, where tinnitus is silenced and where people value and look after their hearing. We want people to acknowledge their hearing loss and take action as well as more support for people with hearing loss.



Advance

Advance is a group of charitable organisations providing housing, support and employment services to meet the needs of people in the community who have either a learning disability or a mental health problem.



Cambridge House

Cambridge House is a charitable organisation in Southwark offering a number of services to alleviate the local effects of poverty and support social change. We also act as a local neighbourhood resource centre, providing support to local community groups, voluntary organisations & community initiatives.



Cancer Research UK

We are the world's leading charity dedicated to beating cancer through research. We've saved millions of lives with our groundbreaking work into preventing, diagnosing and treating cancer. People's chances of surviving cancer have doubled in the last 40 years, and we've been at the heart of that progress.



The Children's Society

The Children's Society wants to create a society where children and young people are valued, respected and happy. We help children of all faiths and none, including children at risk on the streets, disabled children, young refugees, young carers or those within the youth justice system.



Family Action

The charity has been a leading provider of services to disadvantaged and socially isolated families since its foundation in 1869.



London Youth

London Youth is a vibrant network of 400 community organisations serving young people and their families in every London borough.



Network Housing Group

We own or manage more than 17,000 homes, mostly across London and the Eastern region. We believe that because of the way we are structured – as an alliance of housing associations – we combine the financial and managerial advantages of a strong group with the principles of local decision making and local services.



PDSA

PDSA is the UK's leading veterinary charity, caring for more than 350,000 pet patients belonging to people in need. Our mission is to care for the pets of people in need by providing free veterinary services to their sick and injured animals and promoting responsible pet ownership.



Partner Charities (continued)

The Prince's Trust

The Prince's Trust is a youth charity that helps change young lives. We give practical and financial support, developing key workplace skills such as confidence and motivation. We work with 14 to 30-year-olds who have struggled at school, have been in care, are long-term unemployed or have been in trouble with the law.



RNIB

Royal National Institute of Blind People (RNIB) is the UK's leading charity offering information, support and advice to almost two million people with sight loss.



St Mungo's

St Mungo's opens doors for homeless people. Mainly based in London and the South, we provide more help for homeless people in gaining life skills than any other charity.



Terrence Higgins Trust

Terrence Higgins Trust is the leading and largest HIV and sexual health charity in the UK. THT was one of the first charities to be set up in response to the HIV epidemic and has been at the forefront of the fight against HIV, and improving the nation's sexual health, ever since.



Thera

Thera is a group of companies that support adults with a learning disability. The Thera Group of companies supports around 900 people with a learning disability in 20 areas across England and Scotland.



Together

Together is a leading UK mental health charity working alongside people with mental health issues on their journey to leading fulfilling and independent lives.



Vanilla

Managing Agent

Vanilla is a social business. Our ventures create fresh opportunities for people, non profit organisations and the communities in which we live. charityworks was originally a Vanilla idea, and Vanilla is now the programme's managing agent. The Managing Director of Vanilla, Rachel Whale, is the charityworks Programme Director.



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The following section will provide information to help participants, line managers, and mentors make the most of the programme.

Guide to the Programme

charityworks Mission, Vision, Values and Commitments

Mission

Our mission is:

- to create a network of leading charities committed to building capacity through collaboration
- to increase the reach, quality and impact of our services and improve the lives of the people served by the organisations we work with
- to promote our charities as employers of choice
- to attract, grow and retain future managers and leaders

Vision

A charity sector recognised for leadership talent, a distinctive collaborative culture and social impact.

Values

We believe in:

- Growing leadership talent in the charity sector
- A charity sector that thrives on innovation and creativity
- A healthy working environment where people have fun
- A charity sector driven by people with values and a commitment to the cause

Commitments

In order to make the programme as positive an experience as possible, charityworks commits to the following:

- To maintain the highest quality standards in relation to programme delivery.
- To foster partnerships that create opportunities for participants to build professional networks.
- To support participants to succeed by providing advice, information and motivation to achieve personal goals.
- To communicate in a clear, honest and transparent way
- To develop a learning culture based upon mutual respect, trust and a belief in personal potential.
- To respond to complaints in a timely and effective way in accordance with the charityworks Complaints Policy (Appendix C).

The Programme

The charityworks training programme is a 12 month first level management programme contextualised for the charity sector. It is accredited by the Institute of Leadership and Management and is designed to attract, grow and retain future managers and leaders for the charity sector.

charityworks is a partnership, and the training programme reflects the collaborative model that has underpinned charityworks from its inception. Venues, trainers, networks and resources are all contributed by partner charities to enable the programme to function.

The charityworks training programme is made up of three core modules:

The Charity World

The Role of the Manager

Leadership

Within the three modules, the class will attend a variety of sessions:

Learning Sessions

Led by a specialist trainer, these sessions enable participants to apply the learning they have gained through self-directed work with a combination of classroom learning, practical exercises and tasks to give participants an overview of the key issues facing managers in the sector.

Masterclasses

These sessions represent a chance for the class to meet, listen to and learn from leading experts and figures in the sector.

Peer to Peer Networking

A key aspect of the charityworks programme involves supporting the class to develop professional networks across organisations, causes and sectors. Peer to peer sessions are opportunities for the class to meet and learn from their peers working in the NHS, other charities & commercial organisations.

Self-directed Learning

This forms an essential part of the course, enabling participants to feel more confident with the knowledge and theory that underpins each of the modules. This will take place through Study Days (hosted by the charityworks learning hub), Assignments and Learning Logs and Online Learning Resources.

Action Learning Sets

Action Learning is an educational process whereby a group supports an individual to analyse and find solutions for 'live' work problems. Led by a qualified facilitator, participants will be able to use the process to solve work problems, develop their listening and questioning skills, and begin to learn to facilitate.

Group Tutorials

Group tutorials are an opportunity for high fliers and graduate trainees to work separately and address specific learning needs. Led by a facilitator, participants will be encouraged to reflect on learning, explore aspects of the module in more depth, and plan assignments.

Social Events

The class comes together socially 5 times through the year. As part of this, the cohort meets the alumni community, as well as strengthening their networks with course partners and peers.

Mentoring

Each participant will be matched with a mentor from the charityworks network, with whom they will meet regularly for confidential 1-1 time used to resolve work based challenges and achieve personal development goals.

The Programme

Module 1 / The Charity World Assignment: Values-based Practice

September 2011

6th - 7th Induction (Learning Session)
The Political Environment (Masterclass)
Action Learning Set 1

October 2011

5th Inspiration to Impact /
Service user involvement (Learning Session)

Class Social

19th Study Day

November 2011

2nd Managing Diversity (Learning Session)

16th Group Tutorial: Safeguarding

December 2011

7th Quality & Impact Assessment (Masterclass)
Peer to Peer Networking

14th Study Day
Christmas Social

Module 2 / The Role of the Manager Assignment: Managing People & Resources

January 2012

3rd The Role of The Manager "Cradle to Grave"
(Learning Session)

4th Module 1 Assignment & Learning Log
submission date

11th Introduction to Management (Masterclass)

February 2012

1st Generating & Managing Money
(Learning Session)

15th Group Tutorial: Management Scenarios

March 2012

7th Working in Partnership with Commissioners
(Masterclass)
Peer to Peer Networking

21st Study Day

April 2012

4th Project Management (Learning Session)
Action Learning Set 2

Spring Social

Module 3 / Leadership Assignment: Managing Change

May 2012

2nd Communication & Campaigning (Learning Session)

3rd Module 2 Assignment & Learning Log
submission date

16th Group Tutorial: Interview Skills

June 2012

12th Managing the Media & Marketing (Masterclass)

13th Managing the Business (Learning Session)
Action Learning Set 3

20th Study Day

July 2012

4th Leadership (Masterclass)
Peer to Peer Networking

5th Module 3 Assignment & Learning Log
submission date

18th Final Session: Class Evaluation
Summer Social

August 2012

1st & 2nd Career Coaching (Learning Session)

September 2012

19th Graduation and Alumni Welcome

Joining instructions for each of the learning sessions and masterclasses can be downloaded from the charityworks website (www.charity-works.co.uk) two weeks in advance of each session.

Information for Participants

When you join a new programme or start a new job the first few weeks and months can be confusing as you try to understand who does what and how systems and processes work.

Our aim at charityworks is to make that acclimatisation process slightly easier by explaining what's expected of you and who is available to support you in meeting those expectations, so that if and when you do have questions you know where to find the answers.

On a day to day basis you will be delivering a real job within one of our partner organisations with its own demands upon your time, so the need to be organised and clear regarding lines of communication is important. At charityworks we would like to make it as easy as possible for you to access the right information when you need it, and have produced a simple communication guide to explain how a few things work.

Who should I contact if I have a problem or a question regarding the programme?

There are a number of people who can help you with issues or queries regarding the programme.

As the managing agents, the team at Vanilla are responsible for the day to day operation of charityworks. As such, they can be your first port of call.

The Vanilla Team is as follows:

Rachel Whale
rachel@vanillaventures.co.uk

Kathy Brown
kathy@vanillaventures.co.uk

Amy Pettipher
amy@vanillaventures.co.uk

Ned Younger
ned@vanillaventures.co.uk

They can be contacted by email, as above or at:
info@charity-works.co.uk

or by calling charityworks on:
02380 404954 or 07804 066 778.

The office is open Monday-Friday 9-5pm. We will return your call as soon as possible and within no more than 3 working days. If your call is urgent please call 07870 174607.

Alternatively, you can speak to:

- your line manager or the charityworks lead in your organisation.
- your peers on the programme
- your mentor

While Vanilla has responsibility for day-to-day communications, we expect all participants to take control of their own communication needs and responsibilities in accordance with the charityworks Code of Conduct (page 18). This means making sure you make the most of the information available to you, respond promptly to email and phone contact and proactively seek clarification when necessary.

Employment related policies and procedures are provided by also provided by Vanilla as part of their role as the managing agent. A copy of all policies and procedures of this kind will be provided to Graduate Trainees and Line Managers as part of the induction process.

For a copy of policies and procedures please contact: info@charity-works.co.uk and request The Vanilla Employees Handbook.

If you have a complaint regarding charityworks, please consult our Complaints Policy (Appendix C).

Information for Participants (continued)

Where can I find information about the Learning Sessions?

As part of this handbook you will receive the charityworks programme calendar for the period Sept 2011-July 2012. This details all the dates you need to know, including learning session details and assignment deadlines.

In advance of each learning session details will be emailed to you and posted on the charityworks website on a password protected page for our Class 2011. Each learning session will be listed with information on learning outcomes, trainer, any pre work required and recommended online learning resources (Appendix A).

Mentoring

Early in the programme you will be matched with a mentor, who you will meet with 5 times over the course of the programme to solve live work issues and to benefit from their experience and skill.

Responsibility for contacting your mentor, and for organising sessions with them, lies with you. charityworks operates a light touch approach regarding mentoring, contact and guidance is limited to:

- Initial direction via 'A Guide to Mentoring' (Appendix B) and briefing sessions for mentors and mentees in month one.
- An evaluation half-way through the programme.

Code of Conduct for Participants

Participants on the charityworks training programme are expected to:

- To be positive members of the class by providing quality contributions during learning sessions, actively participating in discussions, advancing self learning and supporting the learning of peers.
- To complete and deliver individual learning portfolios, high success capability statements and assignments.
- To access and use online learning resources made available through the programme and evidence use of learning resources for each learning session by recording access in learning diaries.
- To comply with the class ground rules established at the point of programme induction.
- To be punctual for all scheduled learning sessions, arriving on time which is defined as 30 minutes before the learning session is due to commence, unless alternative agreements have been made prior.
- To attend all scheduled learning sessions, unless in exceptional circumstances. 100% attendance is a requirement of programme accreditation. Exceptional circumstances may include caring responsibilities, illness or serious adverse events. In the event of such circumstances participants should contact the named facilitator or the charityworks main office by telephone to provide apologies immediately.

- In the event of absence from a scheduled learning session participants are expected to comply with the relevant procedures for absence and holiday as per their employing organisation, and to access the relevant learning materials via the charityworks website.
- To plan annual leave to avoid missing scheduled learning sessions. If this is not possible participants should request permission from charityworks to be absent, the reasons provided should equate to exceptional circumstances.

This permission should be sought by email by contacting info@charity-works.co.uk.

Information for Line Managers

Line managers play an absolutely integral role in the smooth running and success of the programme. Supporting participants to make the most of the course should not only benefit the participants but also mean that they produce better results for their teams, departments and organisations.

Line managers are ideally placed to identify participants' strengths and weaknesses, as well as being a key source of feedback on the programme as a whole. As such, we take our relationship with participating line managers very seriously.

Our aim at charityworks is to make the programme as straightforward and uncomplicated for you as possible. It should enhance your work rather than distract you from it, and make a genuinely positive difference to what your team can achieve.

To make the process as smooth as possible, charityworks commits to the following:

- To provide a thorough induction session to acquaint line managers with best practice for participating in the course.
- To provide a session half way through the year to provide a space to feed back on the first six months.
- To be efficient and effective in all communication with line managers. For example, line managers will be copied into email communication with class participants in relation to joining instructions for learning sessions.
- To actively support line managers by providing information and advice where necessary. All line managers are invited to contact Programme Director Rachel Whale in the event of issues arising that require discussion. Rachel can be contacted on 07870 174607 or rachel@vanillaventures.co.uk

Participating line managers are expected to:

- Communicate openly and efficiently with charityworks
- Be aware of the commitments and requirements of the course on participants
- Make it as straightforward as possible for participants to comply with the Code of Conduct (page 18).
- Include charityworks as an agenda item in one-to-one and supervision sessions so that you are aware of any issues or complaints related to the programme.
- To communicate any issues related to charityworks directly to Rachel Whale as Programme Director.

Information for Mentors

charityworks mentors are contributors to the programme who volunteer their time to support, encourage and challenge participants. Mentors are chosen for their varied and extensive experience in the sector, and use their skills to help participants to identify and achieve their goals.

Mentors:

- dedicate time for 5 x one hour mentoring sessions scheduled through the programme
- are willing to share their career experiences with mentees and are able to reflect on challenges, learning and insights that may benefit the mentee
- support mentees to identify goals for the mentoring programme
- listen to issues presented by mentees and develop problem solving strategies through support and challenge
- provide advice and direction where needed, motivating and encouraging mentees to succeed
- contribute to evaluation processes

Charityworks operates a light touch approach regarding mentoring, contact and guidance is limited to:

- Initial direction via A Guide to Mentoring (Appendix B) and briefing sessions for mentors and mentees in the first month.
- mid-programme evaluation
- mutual celebration and closure through a graduation event
- For a more in depth guide to mentoring please see Appendix B.

“I thoroughly enjoyed witnessing the growth in professionalism and sense of direction of my mentee”

“It’s a thrill to be involved, and to see new talent coming into the sector with such energy and ability”

We have nothing but positive feedback, really conscientious, picked things up quickly, risen to the challenge... she has been absolutely fantastic.

Caroline, Service Development Manager, Terrence Higgins Trust talking about Charlotte their Graduate Trainee

He is delivering a number of very important corporate projects... event management, a diversity review, a business development strategy & some work on sustainable housing... he is so capable and everyone in the organisation has enjoyed working with him.

Norma HR Director, Together talking about Laurie their Graduate Trainee

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Appendices

A - Online Learning Resources

Thanks to our partner organisations, participants have access to additional online learning resources from a number of sources including; Together, St Mungo's and The Institute of Leadership and Management. Below is an overview of some of the online learning topics & available resources.

<h2>Personal Development</h2>		<h2>Big Society</h2>		<h2>The Role of the Manager (continued)</h2>		<h2>Managing Information</h2>	
Together Topics	About Yourself Career Management Communication Creativity Decision Making Networking Problem Solving Working with Colleagues	http://www.thebigsociety.co.uk http://www.cabinetoffice.gov.uk/big-society http://www.ncvo-vol.org.uk/policy-campaigns-research/big-society/big-society http://www.acevo.org.uk/page.aspx?pid=2523 http://en.wikipedia.org/wiki/Big_Society	ILM	Appraising your staff Delegation Developing your staff's skills Manage change Management styles Motivating your staff Project management Successfully managing face-to-face meetings with your staff The manager coach Valuing diversity	KnowHow NonProfit	How to make the most of the cloud	
Pathways	Communication Creativity and Continuous Improvement Decision-making and Problem Solving Managing Your Career & Managing Stress Prioritising and Project Management	Compliance and Accountability	Together Topics	Talent Management Team Management (fundamentals & advanced) Working with Colleagues	Leadership Theory	Together Topics	Leadership Fundamentals Ideas You Should Know About 1 & 2
Exercises	Self-discovery Exercises Open and Closed Questions Exercise	Charity Commission	Pathways	Team Leadership Team management (fundamentals & advanced)	Pathways	Leadership fundamentals Leadership style and delegation Team Leadership	
ILM	Basic communication tools Effective meetings Manage your stress Managing disputes Time management	http://www.charity-commission.gov.uk/index.aspx http://www.charity-commission.gov.uk/Charity_requirements_guidance/default.aspx http://www.charity-commission.gov.uk/Our_regulatory_activity/default.aspx	Exercises	Building a high performance team Managing progress and innovation in your team Improve your team's client focus	Marketing	Together Pathways	Marketing
The State of the Sector	Other Government & Umbrella Grps	The Role of the Manager	KnowHow NonProfit	Managing Money	Strategic Business Planning	Together Topics	How to create a marketing plan
Together Topics	http://www.cabinetoffice.gov.uk http://www.charitycommission.gov.uk http://www.ncvo-vol.org.uk/news https://www.acevo.org.uk http://www.navca.org.uk	Together Topics	Together Pathways	ILM	Together Topics	Planning: Strategic Organisational Behaviour and OD	
Pathways	Recessions: Managing In Them	Pathways	Exercises	ILM	Pathways	Culture of the Organisation Planning and Project Management	
Pathways	Recessions: Managing In Them	Exercises	ILM	ILM	Exercises	Manpower Planning	
Sector News	http://www.thirdsector.co.uk http://www.civilsociety.co.uk http://www.guardian.co.uk/society	Pathways	ILM	ILM	ILM	The fundamentals of a company's strategy Understand strategy	
		Pathways	ILM	ILM	Managing Change	Together Topics	Change (Fundamentals and Advanced)
		Exercises	KnowHow NonProfit	ILM	Together Topics	Change (Fundamentals and Advanced)	
		Basics of Management Exercise Delegation Knowledge Exercise Managing for Creativity & Improvement (1+2) Managing Performance Problems Exercise People Management Exercise Performance Appraisal Exercise Project Management Knowledge	KnowHow NonProfit	ILM	Pathways	Change (Fundamentals and Advanced)	
			How to set up a cashflow forecast in a spreadsheet How to simplify accounting and book-keeping headaches using online tools	ILM	Exercises	Management of Change Exercise	

B - A Brief Guide to Mentoring

Mentoring is designed to provide people with a confidential, personal space for reflecting on issues and developing strategies for success through the support of someone who has relevant skills, understanding and experience.

Discussion is always guided by what matters to the mentee. As part of the charityworks induction mentees are encouraged to think about what they wish to gain from mentoring, and are expected to follow those ideas up when they are assigned a mentor. Sessions follow a clear structure, and lead up to a mid-year review period where there is an opportunity to re-assess, identify new goals, change tack or end the process. Emphasis is usually placed on the mentor asking open, probing questions that encourage personal development for the mentee, but this should be balanced by a degree of challenge and direction, or any approach that may achieve better results.

Mentoring can work in a number of different ways and it is important that the mentee and mentor choose what is right for them, this may involve a variety of contact styles:

- Scheduled, regular, face-to-face sessions at a venue of choice.
- Scheduled or spontaneous telephone conversations.
- Scheduled or spontaneous email discussions.
- Emergency sessions to handle crisis situations.

The mentee directs the agenda and may contact the mentor in advance to make them aware of the issues they wish to discuss. The mentor can add to the agenda, suggest how topics are addressed and will decide how discussions should be handled.

In the session, the mentee should be encouraged to reflect on what has taken place since the last session, and there should also be an opportunity to present back on a topic previously discussed to consider how approaches agreed within the mentoring session have been applied in reality. What follows will depend on the nature of the topic addressed, the nature of the relationship, and the personality and experiences of mentor and mentee. The session may be delivered as a discussion, with open questioning, or the mentor may be fairly directive, offering new ideas and fresh ways of thinking.

A wealth of information related to mentoring is available on the internet. Useful resources include:
coachingnetwork.org.uk cipd.co.uk/hr-topics/coaching-mentoring.aspx.

C - Complaints Policy and Procedure

We strive for customer pleasure in everything we do, this means delivering quality, value for money and results to everyone we work with. However, sometimes this goal may not be achieved and in these circumstances we want to ensure our customers and partner agencies have access to an effective complaints policy.

Our commitments:

- We will ensure you know how to complain by publishing a complaints policy that is easy to access and easy to understand.
- We will listen to you and seek to understand the cause of your complaint.
- We will respond quickly and show commitment to resolving the issue in partnership with you.
- We are committed to fairness and transparency in all aspects of our work and when dealing with complaints.

Stage 1

If you are unhappy or dissatisfied with any aspect of your involvement with charityworks please let us know by talking or writing to us. There may be a specific person you wish to discuss your complaint with, in these circumstances please direct your communication accordingly. Otherwise, your first port of call should be info@charity-works.co.uk or call 023 8040 4954 where a member of our team will be able to help you.

We will respond to your complaint within 3 working days.

To help us process your complaint quickly please provide us with all relevant information, including your views on what could be done to resolve the matter to your satisfaction. We hope that at this early stage we will be able to resolve the matter by talking, sharing information, listening and reaching a point of mutual agreement. We will contact you with the outcome of your complaint within 5 working days.

Stage 2

If you are dissatisfied with the conclusion of Stage 1 please put your complaint in writing within 5 working days of being notified of the outcome from Stage 1 and send to:

Programme Director, charityworks
Hollydene House
Hungerford Bottom
Bursledon
SO31 8DE
info@charity-works.co.uk

We will prioritise resolving your complaint as quickly as possible. We will acknowledge receipt of your complaint in writing within 48 hours. At this stage we will explain who is handling your complaint, we call this person the Complaint Investigator and they will be a member of our charityworks Board of Trustees. At the same time we will explain the timescale and process for resolving the matter. The investigator will contact you to acknowledge receipt of your complaint within 3 working days. The investigator may want to talk to you, gather more information and liaise with colleagues. S/he will produce a final report explaining conclusions within 20 working days of receiving the complaint.

Stage 3

If you are still concerned your complaint has not been resolved following stage 2 please address your concerns in writing within 7 working days of receiving the conclusion of Stage 2 and send to:

Chair, charityworks
Hollydene House
Hungerford Bottom
Bursledon
SO31 8DE
info@charity-works.co.uk

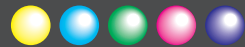
Please give your reasons for appealing the decision taken at stage 2 and again, if possible, the action you are seeking to resolve the matter to your satisfaction. The Chair of charityworks will review the complaint history and consider your case for appeal. At this stage the Chair may seek further information through a meeting or additional correspondence. The Chair will provide written acknowledgement of your complaint within 48 hours and will produce a report summarising conclusions within 30 working days. This is the final stage of our internal complaints procedure and the Chair's decision will be final.

Recording

We will record details of any complaint received by charityworks, including the nature of the complaint and outcome. Complaint information will be reported to the charityworks Board of Trustees on a quarterly basis for quality monitoring purposes.

charity
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careers that make a difference



If you have any questions about charityworks, please:

email us at:

info@charity-works.co.uk

or visit our website at:

www.charity-works.co.uk

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CREATING SOCIAL CHANGE